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Discusses additional data on fiscal matters and the functions of the offices of Student Personnel and the Registrar—areas that were touched upon lightly in the *First Report*. The supplement is based, in part, on the reactions of consultants called in to examine current practices in detail and also on the judgments arrived at by the staff of the Forecast Committee after a thorough study of the activities under consideration as well as the literature in the field.

The recommendations offered include proposals for reorganization of fiscal operations in order to clarify and delineate appropriate lines of financial authority and responsibility, strengthening the student counseling program, development of adequate facilities for records of the offices of student personnel and the registrar, improvements in recordkeeping; and the construction of two 500-seat lecture halls.

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SUPPLEMENT NO. 1

TO

THE FIRST REPORT

ON THE

EDUCATIONAL FORECAST

OF

THE UNIVERSITY OF AKRON

U. S. DEPARTMENT OF HEALTH, EDUCATION AND WELFARE
Office of Education

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TABLE OF CONTENTS

	Page
Fiscal Policies and Physical Facilities	2
Financial Accounting	4
The Budget	7
Scholarship Committee	9
Physical Facilities	9
Conclusion	10
Student Personnel	11
Counseling	14
Space Needs	15
Registrar	16
Academic Audits	16
I.B.M.	17
Pre-College Counseling	17
Space Needs	17
Recommendations	18
Annex A (Chart of Organization)	27

In The First Report on the Educational Forecast of The University of Akron, the staff advised that supplements to this report would be submitted upon arriving at further conclusions. The accumulation of considerable additional data on fiscal matters and the functions of the offices of Student Personnel and the Registrar, areas that were touched upon lightly in the First Report, now warrant the first Supplement. Because of the distinctive differences among the areas referred to, each one will be discussed separately. The end result will be a series of further recommendations for presentation to the President.

The University fiscal operations and the services performed by the Student Personnel and Registrar's offices are among the important administrative activities of an institution of higher education. As vital phases of the total institutional administrative structure, these areas contribute immeasurably to the achievement of the educational process. Academic decisions are invariably influenced by the operation of the above, particularly through the fiscal area which includes budgetary controls and physical facilities.

The staff of the Forecast Committee recognized the need to examine in more detail current practices at The University of Akron in these operational areas as positive steps forward in the direction of future overall planning. To assist in this procedure, the services of outside consultants were secured. Dr. John Dale Russell, Director of the Office of Institutional Research at New York University and Mr. G. B. Godbold, Administrative Assistant to the Executive Vice President at this same institution, were invited to study the fiscal side of the University. Dr. A. J. Brumbaugh, formerly of the U.S. Office of Education and now Consultant for Research of the Southern Regional Education Board, consented to review the operations

of the offices of Student Personnel and the Registrar. The report that follows is therefore based, in part, on the reactions of the consultants, but also on the judgments arrived at by the staff of the Forecast Committee after a thorough study of the activities under consideration as well as the literature in the field.

FISCAL POLICIES AND PHYSICAL FACILITIES

In Chapter V of The First Report on the Educational Forecast of The University of Akron the functions of the Financial Vice President as outlined in the By-Laws of the Board were reported as follows:

> "... (to) cover financial administration, real property management, purchasing, supervision of physical facilities, selection of non-academic personnel and supervision of auxiliary enterprises."

In addition to these activities, he serves as Secretary to the Board of Directors, Chairman of the Scholarship Committee and he plays a very active role in many of the public relations aspects of the University. A thorough analysis of his several functions revealed that he is heavily loaded and probably should be relieved of many of the detailed matters that are not particularly vital to the financial administration of the University.

The University of Akron operates under a centralized plan for financial and business management. All of the functions in this area are the responsibility of the Financial Vice President with the assistance of two major officers and one minor official. One of the major officers is the Treasurer who is required by the By-Laws of the Board to be in charge of the financial accounting, the purchasing, the fiscal relations with endowment funds and the management of the Bookstore. In short, practically all of

the operations of the financial and business functions of the University fall in the Treasurer's sphere of activity. The other major officer reporting directly to the Financial Vice President is the Superintendent of Buildings and Grounds. The third official responsible to him is the Security Guard employed for the protection of the University's properties.

At first glance, the Financial Vice President seems to have a rather limited span of direct control, i.e., only one minor and two major officials report directly to him. The Treasurer, whose principal responsibility is the financial accounting, also heads up all the other business functions. In actual practice, however, the Financial Vice President has a wide range of important responsibilities, which in general he handles directly.

He also performs an important function as the University's chief official in charge of plant planning and development and the supervision of new construction. He spends much time and effort on the development of the physical plant, and the new buildings on the campus can be attributed in large part to his thinking and detailed attention to planning. He devotes considerable time and energy in direct, personal supervision of the buildings and grounds staff in the operation and maintenance of the physical plant. Then too, he gives attention to the follow-up of situations discovered by the Security Officer.

The Financial Vice President is in charge of all the non-academic personnel of the University. He handles this responsibility with little or no help from a subordinate. and gives his personal attention to such matters as a change in the salary rate for a clerk, or a decision as to whether an academic department should have a secretary and at what salary, or whether a professor should have a typist to help him on a research study. The Financial Vice President, moreover, is chiefly responsible, under the

President, for budget control and revision.

As suggested above, the Treasurer is also burdened with a variety of responsibilities, some of them involving much detail. His principal function is that of financial accounting. This alone would seem to be sufficient responsibility for a major official in an institution as large as The University of Akron has become and is destined to grow. In addition, the By-Laws put the Purchasing Agent and the Bookstore Manager under the direction of the Treasurer. He is also responsible for "collecting, banking, disbursing and recording of all funds," and for the safe-keeping of such documents as "deeds, mortgages, bonds, certificates, notes, securities, and other papers of value that are to be in the custody of the Board of Directors." Furthermore, he serves in an advisory capacity to the Finance Committee in the management of the invested funds of the University. With the multiplicity of detail which must claim his attention, it is not surprising that the Treasurer is able to give relatively little supervision to the Purchasing Agent and the Bookstore Manager, and that he has not been able to introduce all the revisions of the accounting system he recognizes as needed and desirable.

Financial Accounting

The accounts and financial reports of the University seem to be handled in an efficient manner. The interests of the University are adequately safeguarded and the work is competently accomplished.

In the past, the principal classification of the accounts has been on an object basis. Very wisely, a decision has now been reached to revise the chart of accounts to reflect a functional classification in line with the standards promulgated by national committees. The accounts are still on an object basis, but reports, during this transition period, are to be

made on both the object and functional basis. It is urged that as soon as the adjustments can be made, the accounts will use the functional categories as the principal basis of classification with the object items as the subordinate classification.

The University has an I.B.M. installation that is at present being operated principally for registration and student records. Little, if any, use is being made of these services by the fiscal side of the University. In the interest of increased efficiency and improved financial accounting and reporting, steps should be taken to change over to I.B.M. accounting. This would facilitate budgetary operations. Although no immediate economies would result in the changeover, as the workload increases with the expanding volume of University operations, it should be possible to care for the necessary accounting by I.B.M. methods without corresponding increases in personnel and cost. The great economy of the I.B.M. system will be in the volume and nature of the data made available and the promptness with which the financial reports can be produced. This should also result in much better policy direction in the financial operations of the University and in the long run should bring about a more economical procedure.

In this connection it is further suggested that great care be taken to consider the machine time requirements for activities of the various functions in which the University will be involved. Detailed scheduling of all I.B.M. time needs will be necessary to insure provision of services required. Perhaps a system of priorities could be established through the office of the University academic officer responsible for this operation.

As a detail in the development of the new accounting procedure, it should be noted that restricted funds need to be carefully classified to show the origin of the funds and the nature of the restrictions on them.

In the current Treasurer's report of cash on hand, by funds, there is no classification of the various accounts. After consultation with the authorities in the field of institutional accounting, the following outline was recommended for classifying items in the future:

I. Current funds

A. General unrestricted funds

B. Restricted funds

1. Funds from restricted endowment income (detailed by funds)

2. Funds from current gifts restricted by the donor (detailed by funds)

3. Funds restricted because of their derivation (e.g., athletics, auxiliary activities, etc.) (detailed by funds)

4. Funds restricted by action of the Board (detailed by funds)

II. Endowment and other invested funds

A. Unrestricted endowment

B. Restricted endowment (detailed by funds)

C. Funds functioning as endowment

III. Student loan funds (detailed by individual funds)

IV. Plant funds

A. Invested in plant

B. Liquid plant funds

1. Designated by donors for plant purposes (detailed by project)

2. Designated by Board or administrative action for plant purposes

V. Agency funds (detailed by funds)

The Budget

The present organization and procedures for budgetary administration are essentially sound, but some modifications are suggested in the interest of increased effectiveness. The rise in the University's enrollment projected for the next decade or so would seem to require some readjustments in the execution and control of the budget.

The preparation of the budget is a direct responsibility of the President and should be prepared with the assistance of the chief fiscal and academic officers. In the past, planning the annual budget concurrently with the calendar year was difficult because it was out of phase with the academic year. This procedure created considerable mid-year last minute pressures. As of September 1, 1959, this situation will be corrected and the University budget will correspond to the regular academic semesters. This change in the fiscal year should help to improve budget preparation by permitting administrative and academic officers to begin planning as early as March. Furthermore it will provide them with more time for the detailed salary and supplies budget analyses required. It should also give the appropriate heads of the budgetary units opportunities to consult with pertinent top administrative officials in the preparation of budget needs for staff.

The Treasurer is responsible for the accounting and reporting of budgetary items and so it should be his duty to keep appropriate operating units advised of the amount of their budgets. This information should also be given to each superior control unit regarding the subordinate units under it. Thus the dean of a college should have the information regarding the budget of each of the departments in that college and the chief University academic officer should have the information regarding the budget of each of the campus academic units.

Each budgetary unit should have monthly reports from the Treasurer's office showing the current status of its budget. Summaries of these monthly reports should go to the superior officers having more than one budgetary unit under their supervision. The monthly budget reports should show the following:

1. The amount of the budget allotment for each controlled item.
2. The expenditures up to the beginning of the current month.
3. A detailed listing of the expenditures and encumbrances during the current month.
4. The unexpended balance remaining on each item at the end of the month.

A further modification involves revisions of the various budgets that are needed during the year. No budgetary unit should be allowed to expend more than its allotment for a controlled item in its budget without a formal revision to care for the needed expenditures. When revisions are formally made in the budget of a subordinate unit, the higher units in the system should also be notified. These higher units should participate in and approve the original request of the budget revision.

With reference to the preparation of the original budget, it should be noted that all anticipated income and expenditures of the University should be included. At present a number of so-called restricted funds are restricted by the action of the donor or by the circumstances of their receipt, others are restricted by action of administrative officials or the Board of Directors. Whatever the nature of the restricted funds, they should all be included in the budget and controlled the same as other funds. Some of the so-called restricted funds are actually used as a contingency fund to meet unforeseen needs that arise during the year. It is thoroughly sound procedure

to establish such a contingency fund, but it should be budgeted as such and should be expended only by approved transfers to the budgets of the regular operating units.

Scholarship Committee

For the past several years the Financial Vice President has served as Chairman of The University Scholarship Committee. His long association with the institution has given him unusual qualifications for this responsibility and the record reveals that he has achieved considerable success in this assignment. However, in an effort to divest him of many detailed duties that contribute to his overload and in an attempt to relegate appropriate and proper functions to the chief administrative officers of the University, this arrangement should not be continued. Scholarships have a definite and positive relationship to the academic program and so logically it follows that some equally competent member of the academic staff be named as Chairman of the Committee.

Physical Facilities

The First Report dealt with the utilization of existing campus physical facilities. On the basis of a study aimed at determining the extent of usage throughout the day, including evening hours, a comprehensive analysis was made which disclosed some minor irregularities. Recommendation No. 20 urged a more careful distribution of room and hourly use.

A continuation of the space studies initiated in the 1957-58 academic year plus the enrollment projections developed as a result of the forecast analysis, have revealed other immediate needs. The first of these refers to a requirement for large 500 seat lecture halls designed to accommodate the growing General Studies program. The second problem facing the University is the lack of adequate administrative office space.

Crouse Gym, the oldest structure on campus has been converted into a lecture hall that accommodates approximately 300 students. Considerable use of this facility is made in connection with the large General Studies lecture sections and the General College introductory classes. Three other rooms on campus provide seating facilities for 250, 175 and 120. The remaining classrooms vary in student station capacity from 12 to 90 with the majority of them designed for classes of 35 to 40.

Additional lecture halls of a size sufficient to keep multiple sections of required courses down to a minimum are mandatory. Without them, instructional costs will begin to mount unnecessarily, thereby destroying the gradual positive strides already made in increasing instructional productivity. Preliminary studies of projected course enrollments indicate that this type of space needs will become acute as early as September 1961.

With reference to office space, it should be apparent that an active multi-educational purpose institution like The University of Akron requires adequate administrative quarters. This is particularly true of those offices whose principal functions are to provide student services and to maintain effective University-Community relations. Cramped surroundings do not lend themselves to effective coordination and control. Nor can staff efficiency be maintained and improved under such circumstances. A reanalysis and redistribution of administrative space in accordance with functions performed will help materially to stimulate further advances.

Conclusion

No attempt has been made to expand upon every phase of operation for which the Financial Vice President is responsible. Only the more pertinent and timely functions for which some adjustment is urged, have been developed.

A proposed organization chart showing lines of authority and responsibility for the fiscal and business management of The University of Akron for the next several years has been included as Annex A to this supplement. A careful study of this diagram should clear up any misunderstandings as to the relationship of specific functions to various administrative officials.

STUDENT PERSONNEL

The general concept of the services to be performed by the Student Personnel staff at The University of Akron is sound. This phase of operation has had a long history at the institution and nationally represents one of the first such programs of student service.

The present organization of the Student Personnel services was developed in 1937. Its philosophy became that formulated by members of a conference held in Washington, D. C. in April of 1937. The Executive Committee of the American Council on Education considered the role of Student Personnel work in institutions of higher learning and crystallized their joint concepts into a publication entitled "The Student Personnel Point of View". The end results of their deliberations appear below as the basic philosophy of Student Personnel services and the position long accepted by The University of Akron.

> "This philosophy imposes upon the educational institutions the obligation to consider the student as a whole - his intellectual capacity and achievement, his emotional make-up, his physical condition, his social relationships, his vocational aptitudes and skills, his moral and religious values, his economic resources, his aesthetic appreciations. It puts emphasis, in brief, upon the development of the student as a person rather than his intellectual training alone."

In 1948 the President's Committee on Higher Education supported this thesis with the following statements:

> "... the primary goal of education for democracy is to achieve the full, continued development of the student."
>
> "... Responsibility for the development of the personal qualities cannot be left as heretofore to some courses or a few departments or scattered extra-curricular organizations. It must become a part of every phase of college life."

Among the many recommendations offered by this Committee is the following:

> "One of the most important instruments for accomplishing the purpose of higher education outlined in this report is in extensive guidance and counseling programs. In mass education, counseling provides the most likely means for adapting instruction to the individual student."

A Statement of Principles adopted by the National Association of Student Personnel Administrators in 1951 implemented the philosophy and recommendations of the 1937 conference by defining areas of responsibility identified in the philosophy. It reads as follows:

> "The position and work of the Student Personnel Administrator is based upon beliefs that education encompasses the student's whole development towards full and balanced maturity, that each student's education is primarily his own responsibility, and that personnel services must function as an integral part of the total college program to further student's progress towards objectives which the institution holds for them. He plans and works with faculty, staff, and students for recognition of these principles and for the services, programs, and facilities which implement them."

The most recent impetus given to Student Personnel work comes from the 1957 report of the President's Committee on Education Beyond the High School. It announced that a counseling program is to be placed high on the list of goals for improving higher education.

The office of Student Personnel at The University of Akron subscribes

to the positions stated above and its services are supported by other phases of University operations.

Until recently the leadership of this office was vested in a person who was instrumental in building the present concept, nationally as well as locally, from its inception in 1937. In 1955 some administrative reassignments changed the leadership and staff of the Student Personnel office, yet its purposes have not been altered. However, as might be expected with the introduction of new personalities into this kind of activity, some changes are inevitable. This is so even though principles and practices remain the same and there is every intent to continue functioning in a similar manner.

As presently constituted, this office includes a Director of Student Personnel, an Assistant Director, an adviser and assistant adviser each for men and women and a Director of the Student Center. Among its many functions are the following, although the extensiveness with which each is carried out varies considerably. In some cases, nothing more than limited treatment is given the service indicated.

1. Student orientation.
2. Personnel record keeping.
3. Educational, vocational and personal counseling.
4. Student health.
5. Financial First Aid.
6. Placement.
7. Housing.
8. Social and recreational activities.
9. Student organizations, fraternities and sororities.
10. Freshman counselor programs.
11. Referrals.

The Student Personnel staff recognizes its role in the total structure of the University, but the actual application of its functions to students is not carrying the impact desired. Much of this may be due to its administrative relationships within the institution and existing idiosyncracies that are prevalent on campus.

For example, certain academic administrative operations of this office are reviewed by the General College Committee. Interpretations of academic rules must be approved by the Committee before action may be taken. The Student Personnel Director, in effect then, looks to the Committee for guidance and the interpretation of academic policy.

Counseling

Although in theory the office of the Director of Student Personnel is charged with the responsibility to counsel all students in General College, engineering oriented students are exempt from this process after the first semester on campus. At that time, if the student interested in engineering has successfully completed one semester's work, he is transferred to the jurisdiction of the College of Engineering yet only a minor portion of the first two year's planned program of this student falls into the category of engineering courses. Even at that, the courses involved are not of upper college level.

Each of the staff members of this office is called upon to perform multiple functions such as advising men or women, directing student employment or student activities along with educational counseling. There is no objection to such a combination, but the personnel involved need direction in maintaining a proper balance in order that its primary role as counseling staff is not minimized.

The area of student advising and consultation is one which has been receiving more and more attention in recent years. There are, of course, good reasons for this increased activity. As larger numbers enroll at the University, the student services will need to be extended. This will require an enlarged counseling staff with a current knowledge of new, varied and specialized curricula available to students.

A procedure to meet the above need would be the involvement of key faculty members from each of the four colleges into the centralized counseling office. Interested and competent faculty could thereby be utilized to augment the Student Personnel staff in the performance of its functions. In any staff arrangement developed, however, the overall responsibility for this educational service should remain with the Director of Student Personnel. Faculty selected for this additional duty should be appointed in consultation with the Director and should be designated as part time members of the Student Personnel staff.

Space Needs

As the Student Personnel services at the University are given increased merit recognition and as their functions are extended and coordinated, the need for greatly improved physical facilities will become increasingly apparent. With the exception of an excellent Student Center that provides an ideal setting for a wholesome program of co-curricular activities, campus facilities utilized by this office for student services leave much to be desired. In this same connection, it should be noted that the limitation of adequate space plays havoc with the security and protection of student records. In a consideration of space for the office of Student Personnel and its services, it is imperative that proper facilities be obtained that will help to meet all of the needs indicated.

REGISTRAR

The office of the Registrar appears to be generally well administered. The recent change in leadership of this office, plus the addition of an Assistant Registrar, has been instrumental in bringing about changes in administrative practices in keeping with current and anticipated enrollments.

Since the functions of the Registrar's office are principally student oriented, it operates very closely with the Student Personnel office. Both of these offices in turn are responsible to the office of the Dean of Administration. Such an arrangement lends itself to a system of centralized coordination aimed at unifying all the services provided all students at the University. Hence we find that through this administrative grouping the many operating phases of student welfare at The University of Akron can be expanded as the need demands.

Academic Audits

As a student record-keeping office, the duties of the Registrar are complex and they involve many of the other administrative offices on campus. However, there is some question as to whether the Registrar is presently performing some of the duties that sound practice dictates should be accomplished by that office. For example, accepted procedure would provide that departmental requirements for each major be filed with the Registrar and made a part of the student's official record. The Registrar should then be the official responsible for final certification of the fulfillment of all degree requirements. At The University of Akron the Registrar is not in a position to certify the completion of any program, since he does not check the departmental requirements. This practice is time consuming and introduces unnecessarily several academic offices to the practice of duplicate meticulous record-keeping.

I.B.M.

As noted in the fiscal section of this supplementary report, the University has established an I.B.M. Center. The extent to which it has been utilized by such offices as the Registrar is still somewhat limited. Some improved registration practices have evolved as a result of the incorporation of I.B.M. units in the process. Also, the permanent records are gradually being recorded through this machine system. However, further adaptation of I.B.M. should be studied since much more can be accomplished by this method. Such valuable additional tabulating as continuous cumulative point averages, identification and course recording of majors and the inclusion of more statistical data on transcripts and permanent records could be developed. A considerable amount of manual time and effort could be reduced with increased utilization of I.B.M.

Pre-college Counseling

Pre-college counseling is located in the Registrar's office. With the addition of an Assistant Registrar to the staff, this activity has taken on greater dimensions. Increased attention is being given to new applicants in order that their transition to college routine may be accomplished with minimum frustration. Although it is still too soon to judge the merit of the extra services provided potential students, the various pre-college techniques introduced appear to be effective in this student adjustment process. It is, without question, an essential operation that has produced tangible results and will continue to have a favorable impact upon those who are oriented towards higher education.

Space Needs

As noted in the Student Personnel section, the office of the Registrar is also lacking in adequate space. Its many and varied functions demand

adequate quarters to house its staff as well as its student records. This office is frequently called upon to provide academic data on students whose records date back many years as well as those currently in attendance. As presently organized the facility limitations do not lend themselves to proper record security and as enrollment mounts, this problem will multiply. The provision for additional operating floor and storage space will contribute immeasurably to increased efficiency and improved relationships internally as well as externally.

RECOMMENDATIONS

22. IT IS RECOMMENDED THAT THE FISCAL OPERATIONS OF THE UNIVERSITY OF AKRON BE REORGANIZED SO AS TO CLARIFY AND DELINEATE APPROPRIATE LINES OF FINANCIAL AUTHORITY AND RESPONSIBILITY.

At present, many of the monetary functions of the University are performed by the Treasurer with the end result that his services are being dissipated in a variety of areas.

The Treasurer should continue to be a major official in the financial structure of the University, reporting directly to the Financial Vice President and having specific responsibility for financial accounting.

The Treasurer's duties in the area of accounting are an adequate scope of responsibility for a major official in an institution the size of The University of Akron. He should continue this activity as in the past, but some of his other duties should be assigned to a new staff member whose title should become Bursar.

This Bursar, under the Financial Vice President, should be assigned the responsibility for what might be called the business management functions such as the supervision of the activities of the Purchasing Agent, the Bookstore Manager, all the other auxiliary agencies and for the collection of student fees and other current income. Also, it would be wise to relieve the Financial Vice President of the responsibility for the direct supervision of non-academic personnel and to lodge this function in the office of the Bursar.

23. IT IS RECOMMENDED THAT, AS SOON AS PRACTICABLE, A UNIVERSITY FISCAL OFFICER BE ASSIGNED THE RESPONSIBILITY OF APPLYING THE I.B.M. SYSTEM TO APPROPRIATE FINANCIAL ADMINISTRATIVE OPERATIONS.

At present the University I.B.M. Center's principal activities involve functions pertinent to registration and record keeping. However, other areas of University operations are rapidly expanding to the point where electronic processing must follow.

In an attempt to expedite the financial accounting procedures at the University and to utilize more fully the services available through the I.B.M. installation, pertinent accounting functions should be processed electronically rather than manually. Such a re-arrangement at this time would permit a gradual adjustment to the change and would assure a stable procedure for the future as enrollment begins to climb.

24. IT IS RECOMMENDED THAT THE UNIVERSITY SCHOLARSHIP COMMITTEE BE RECONSTITUTED UNDER THE CHAIRMANSHIP OF AN ACADEMIC OFFICER AND WITH A MORE REPRESENTATIVE FACULTY MEMBERSHIP.

As presently organized, the University Scholarship Committee functions under the chairmanship of the Financial Vice President. This Committee has made considerable progress in recent years, but in the interest of sound academic practices, and in keeping with accepted accreditation criteria, more of the personnel of the Committee should be selected from the academic. The awarding of scholarships is based upon academic performance and ability. Therefore, representation from each of the colleges as well as the Office of Student Personnel, should be included in its membership. The responsibility for the operation of such a committee is essentially an academic one and needs to be administered in this manner. It is, however, desirable to have a representative from the fiscal side of the University as a member of the group.

25. IT IS RECOMMENDED THAT THE DIRECTOR OF STUDENT PERSONNEL REVIEW THE PRESENT FUNCTIONS OF HIS STAFF WITH THE OBJECTIVE OF PLACING MORE EMPHASIS ON THE COUNSELING OF THE INDIVIDUAL STUDENT AND MAINTAINING A MORE EQUITABLE BALANCE AMONG THE VARIOUS ACTIVITIES FOR WHICH THEY ARE RESPONSIBLE.

The Student Personnel staff is to be commended for its willingness to maintain student contacts in many areas. However, with the anticipated increases in student enrollment due within the next few years, every effort should be exerted to re-evaluate present internal operations.

The activities of this office are varied and numerous. Because of this, there appears to be a danger that its principal function of counseling may not be receiving the attention required. As is the case in other fields, increased emphasis in several related areas such as extra curricular activities very often obscures the primary responsibility for which this office was developed. Certainly, such an end result should be avoided at The University of Akron. Therefore, the priority of the duties of the staff of the Office of Student Personnel should be carefully balanced in order that its University role be kept in the proper perspective. It should be understood that no objection is being introduced here to the involvement of its staff in the many student affairs on campus, but the Director of Student Personnel should be constantly aware of the need to maintain assignment priorities based on the accepted philosophy of Student Personnel work.

26. **IT IS RECOMMENDED THAT APPROPRIATE ADMINISTRATIVE PHYSICAL FACILITIES BE DEVELOPED AND THAT ATTENTION BE GIVEN TO THE ADEQUATE PROTECTION OF THE RECORDS OF THE OFFICES OF STUDENT PERSONNEL AND THE REGISTRAR.**

It is obvious that on the basis of the increased student activity experienced at the University over the past several years, the present facilities of the offices of Student Personnel services and the Registrar are very inadequate. Immediate steps need to be taken to provide

ample space conducive to the proper and effective performance of the functions for which these offices are responsible.

In addition to the space requirements for staff facilities, the means for protecting the personnel and academic records of students is unsatisfactory. The bulk storage method in open rooms now in use does not meet the need. Furthermore, the information contained in these documents is too detailed and varied for microfilming. The best method for properly safeguarding these records would be vault type storage facilities.

The vital roles that the staffs of these offices play in serving the students and the public as well as in handling the fundamental personnel and academic records of the University, warrants immediate space attention.

27. IT IS RECOMMENDED THAT THE STUDENTS IN THE GENERAL COLLEGE BE PLACED UNDER THE JURISDICTION OF THE DEAN OF THE GENERAL COLLEGE AND THAT THE STUDENT PERSONNEL OFFICE CONTINUE TO SERVE THESE STUDENTS IN A COUNSELING CAPACITY.

Sound student personnel practice identifies a central Student Personnel office of the type in operation at The University of Akron, as a student service function for the entire University. This appears to be the generally accepted point of view at Akron, <u>with the exception of the educational counseling aspects</u> of the Student Personnel office functions. It is at this point where the University role of this office breaks down.

Recommendations #11 and #12 in the First Report proposed the appointment of a Dean of the General College and the development of an all inclusive system of counseling and advisement at the pre-upper college levels. It is hereby urged that in the accomplishment of these recommendations the newly appointed Dean be given the responsibility and jurisdiction for students through their first two years of University study.

28. IT IS RECOMMENDED THAT SERIOUS CONSIDERATION BE GIVEN TO THE APPOINTMENT OF INTERESTED AND COMPETENT FACULTY ADVISERS FROM THE UPPER COLLEGE TO ASSIST THE STUDENT PERSONNEL OFFICE IN THE EDUCATIONAL COUNSELING OF STUDENTS.

A central counseling office often is called upon to provide information of a highly specialized nature. When this occurs, students are directed to appropriate faculty, if available. Ideally, if interested and competent faculty representing divisional areas of study could be appointed to assist the Director of Student Personnel in performing this vital function of advisement, referrals could be reduced. Also, such a practice would improve the liaison relationship with the upper colleges and, over a period of time, provide a means of extending the educational contacts of a central office to more students.

Furthermore, this augmentation of counseling staff would make it possible to handle more cases. Presently student contacts, after the semester program planning is accomplished, are limited largely to those who are on the brink of failure

and those whose achievement is lower than indices of their ability would predict. Increased contacts with the large "middle group" of students who are confronted with serious problems relating to their educational goals, their ability to study effectively, their outside employment, and many aspects of personal adjustment could be made. At the same time, the additional staff would help to free certain present advisers to devote more time to other types of counseling and counseling services. Such increased student service would strengthen the entire student welfare program to the point where this office could truly represent the focal point for student assistance. It must be emphasized, however, that the implementation of the counseling program referred to here would be successful and equitable University-wide only if the faculty members so designated maintain the same kind of close liaison with the Director of Student Personnel with reference to the personal problems of students as they do with their college deans and department heads on academic matters.

29. IT IS RECOMMENDED THAT THE PRESENT SYSTEM OF HANDLING STUDENT ACADEMIC RECORDS BE REVISED IN ORDER THAT THE REGISTRAR, AS THE OFFICIAL UNIVERSITY RECORDING OFFICER, HAVE THE RESPONSIBILITY FOR MAKING THE FINAL STUDENT ACADEMIC AUDIT WITH RESPECT TO DEGREE AND OTHER UNIVERSITY REQUIREMENTS.

Sound academic practice dictates that a central University record office be held officially responsible for certifying successful completion of all degree requirements.

Inasmuch as degree designations are recommended by college faculties for University action it follows that the highest University level be directed to represent the institutional position in such matters. This would also insure uniform interpretations whenever necessary.

This proposal would in no way relieve the individual college faculties of their function in the establishment of academic requirements for the achievement of a particular degree. It would merely designate a central University office as the coordinative record keeping unit for all students at the University. Under appropriate delegated authority, the Registrar would perform the final student record processing in accordance with departmental and college policies and practices laid down by the responsible academic faculties.

30. IT IS RECOMMENDED THAT THE REGISTRAR UNDERTAKE A STUDY TO DETERMINE THE AREAS OF RECORD-KEEPING THAT CAN BE IMPROVED AND EXPEDITED THROUGH THE INCREASED USE OF I.B.M. MACHINES.

The I.B.M. Center provides an excellent service to the Registrar's office with regard to registration and the recording of grades. However, its potential has hardly been tapped. Much more can be accomplished through the proper utilization of the basic units that now constitute the center.

A thorough study of record keeping needs that under ordinary conditions requires considerable manual attention should be initiated. Its ultimate objective should be to

arrive at a mechanized system of maintaining official student documents with a maximum amount of efficiency, accuracy and tabulated information.

31. IT IS RECOMMENDED THAT EARLY ATTENTION BE GIVEN TO THE CONSTRUCTION OF PHYSICAL FACILITIES TO INCLUDE TWO APPROXIMATELY 500-SEAT LECTURE HALLS.

Enrollment increases at The University of Akron will first be felt at the General College level. This will inevitably result in larger General Studies classes and existing facilities are inadequate to accommodate the class sizes forecast.

In view of the anticipated shortage of qualified faculty predicted for the near future, an increase in multiple sections would create staff difficulties as well as scheduling complications. The progress already made in increasing instructional productivity would be forestalled. Other introductory lecture classes would need to be of limited size and the educational cost per student would unnecessarily rise.

The above conditions can be avoided provided that, in addition to existing large class facilities, lecture halls of a size sufficient to seat up to 500 students are made available for use in the near future. Without such new accommodations, it will be most difficult to maintain a sound academic program within the financial and personnel resources available.

ANNEX A

CHART OF ORGANIZATION FOR THE FINANCIAL AND BUSINESS ADMINISTRATION THE UNIVERSITY OF AKRON